U.S. ARMY TRAINING AND DOCTRINE COMMAND
DOCTRINE DEVELOPMENT BOARD (DDB) CHARTER

1. <u>Purpose</u>. Provide policy and guidance for the formation and execution of the Doctrine Development Board (DDB) by Deputy Chief of Staff for Doctrine as required by Commanding General, U.S. Army Training and Doctrine Command.

2. <u>Objectives</u>.

   a. Validate the Doctrine Master Plan and ensure it is synchronized with the ADTLP production schedule.

   b. Validate Program Directives (PD) as specified below:

   Tier 1: Validate PDs to add, revise, change, rescind, or consolidate doctrine.

   c. Serve as a forum to bring TRADOC agencies and non-TRADOC agencies that develop doctrine together as full partners in the development of Army doctrine and to discuss current doctrinal issues.

3. <u>Meetings</u>. The DDB will be hosted by DCSDOC and will meet annually at Fort Monroe, VA. Normally, the DDB will meet in conjunction with the spring session of the Semiannual Army Doctrine Conference (SAADC).

4. <u>Membership</u>. DDB membership will be composed of the chairperson, voting members, advisory members, observers, and recorder.

   a. <u>Chairperson</u>. The DDB chairperson is the DCSDOC. The chairperson will moderate DDB activities and vote in the instance of a tie.

   b. <u>Voting Members</u>. Authorized to vote on all DDB issues. Voting members should have full authority to speak for and/or vote on behalf of their organizations on doctrinal issues. TRADOC school voting members should be the assistant commandants or their appointed representative (Colonel level). Non-TRADOC voting members should be of the rank of Colonel or civilian equivalent. The following organizations are authorized to send one voting member:

   Combined Arms Center
   Combined Arms Support Command
   TRADOC schools (Each School may send a voting member)
   TRADOC DCST
   USATSC
   JFKSWCS
   AMEDD
   AWC

   c. <u>Advisory Members</u> (Non-voting). Advisory members will be invited to DDB meetings and will receive copies of the DDB agenda, read-aheads, and approved meeting minutes. Advisory membership responsibilities include: 1) attending DDBs as they deem necessary; 2) providing advice on issues; 3) coordinating on doctrine documents as required; and 4) voicing operational-level concerns at DDB meetings. The following organizations are advisory members authorized to send representation to the DDB:
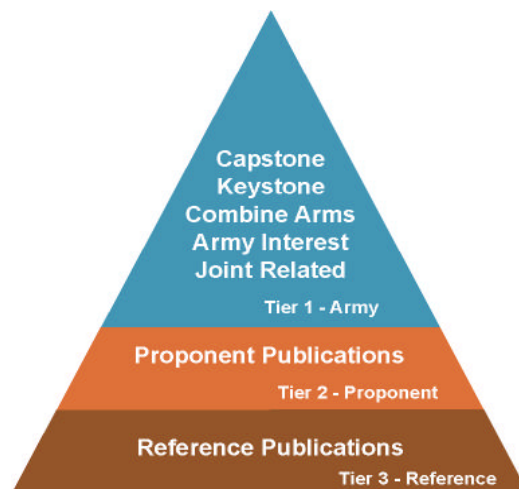
HQDA ODCSOPS (DAMO-SSP)
USA Space and Missile Defense Command
U.S. Army Judge Advocate General's School
Defense Information School
U.S. Army Nuclear and Chemical Agency
U.S. Army Transportation Engineering Agency

Other U.S. Army organizations may become advisory members if voted by a majority of full voting members.

d. Observers. Any U.S. Army organization may request permission to send an observer to the DDB and comment on issues prior to a formal vote. If observers desire to provide a briefing or presentation, prior coordination should be made with HQ TRADOC DCSDOC.

e. Recorder. DCSDOC will provide a recorder to prepare the minutes of DDB proceedings to include voting results on issues brought before the DDB.

5. DDB Procedures.

a. Doctrine Master Plan. During the month of February, DCSDOC will convene a Prioritization Working Group (PWG) consisting of representatives from DCSDOC, DCST, ATSC, CAC, CASCOM, JFKSWCS, SMDC and AMEDD. The PWG will develop a proposed five-year Doctrine Master Plan. Additional working groups (see para 8) may be convened by the Chairperson to work in conjunction with the PWG to address specific doctrine issues impacting the Doctrine Master Plan, e.g., doctrine reduction, resource allocation, production synchronization.

(1) Prioritization Guidelines. The first two fiscal years will contain a prioritized list of all doctrinal manuals; the last three fiscal years will reflect all manuals requiring development without regard to priority. Basis for prioritization is the Army Doctrine Hierarchy defined in TR 25-36:

Capstone
Keystone
Combine Arms
Army Interest
Joint Related
Tier 1 - Army

Proponent Publications
Tier 2 - Proponent

Reference Publications
Tier 3 - Reference

The Doctrine Hierarchy

(2) Validation.

  – Presentation. The DCSDOC representative on the PWG will present the proposed Doctrine Master Plan to the members of the DDB for validation.

  – Debate/Vote. The Chairperson will moderate discussion prior to placing the Doctrine Master Plan before the DDB for a recorded vote. In the event of a tie, the Chairperson will cast the tie-breaking vote. A majority vote is required for DDB approval of the Doctrine Master Plan.

(3) The approved Doctrine Master Plan will become the basis for the Installation Contracts Doctrine Annex.

b. Program Directives. During the DDB proponents will have an opportunity to present previously approved PDs for information. Any PDs with unresolved critical comments are required to be briefed and the critical comments will be resolved by the DDB. PDs with unresolved critical comments will undergo a Front End Analysis (FEA).

(1) Front-end Analysis. For each PD, DCSDOC will conduct a FEA to determine if additional staffing is required to ensure that all major issues are identified and all necessary topics are adequately covered. The formation of a working group may be necessary to provide a more in-depth examination of the issues (see para 8). The FEA will include an assessment as to:

  – Appropriateness – position on the Doctrine Hierarchy
  – Distinctiveness – not duplicative
  – Sufficiency – amount of material
  – Impact on other doctrine
  – Priority
  – Resources required

(2) The FEA will be posted to the DCSDOC Website no later than seven days prior to the DDB meeting.

c. Other Doctrine Issues. Other doctrine issues approved by the Chairperson for presentation to the board will be presented by the appropriate staff agency, proponent or working group. The Chairperson will moderate discussion prior to placing the issue before the DDB for a recorded vote. In the event of a tie, the Chairperson will cast the tie-breaking vote. A majority vote is required for DDB approval of the issue.

d. Approval. Validated results of the DDB meeting will be submitted to CG, TRADOC for final approval. DCSDOC will notify all DDB members and the submitting agency of the disposition of all PDs.

e. Read-Ahead Material. DCSDOC will provide read-ahead materials through the DCSDOC Website no later than one month prior to the DDB. Read-ahead materials will include descriptions of proposed DDB doctrine issues for discussion at the subsequent DDB. [Also see Front-End Analysis paragraph 5b(1).]

f. Minutes. Approved DDB minutes may be accessed through the Doctrine internet website at http://www.doctrine.army.mil.

6. <u>Electronic DDB</u>. Doctrine issues that require resolution prior to annual meetings may be handled electronically at the discretion of the Chairperson. DCSDOC will transmit issues/assessments via e-mail, message or telephone/telefax as required to solicit views and votes of DDB members. VTC sessions may be used as required. Normal voting procedures apply. Final resolution of the issue will be transmitted in the same manner.

7. <u>Integrated Doctrine Team (IDT)</u>. The IDT process is designed to fulfill the need to respond quickly to major doctrinal voids or operational requirements that dictate new, priority doctrine in a relatively short timeframe. The IDT work execution concept is that doctrine development will occur in a distributed environment, leveraging electronic technology and utilizing VTCs and periodic TDY for workgroup sessions. Requirements for an IDT will be validated by the DDB either during its annual meeting or by key members via electronic DDB. The DDB will charter the IDT, assign the lead proponent, determine membership, and task TRADOC schools and centers for support.

8. <u>Doctrine Working Group (DWG)</u>. Other doctrinal issues to be presented to the DDB may require the DDB Chairperson to convene doctrine working groups. As previously mentioned, DWGs may be convened to conduct front-end analysis of PDs, identify doctrine for reduction, assess the need for an IDT, recommend reallocation of personnel resources, and address other important doctrine issues. The objective of the DWG is to ensure interested organizations have the opportunity to participate in the study of the issues and to resolve conflicts to the maximum extent possible prior to formal presentation to the DDB.

9. <u>DDB Charter Amendment</u>. Amendments to this charter may be submitted by any DDB member to the Chairperson. Proposed amendments will be the first order of business at each DDB. Amendments must be consistent with the requirements of TRADOC Regulation 25-36. A majority vote of all members is required to approve a charter amendment.

8. <u>DDB Charter Site</u>. The DDB charter will be maintained on the Doctrine internet website at http://www.doctrine.army.mil.

Approved by :   STANLEY E. GREEN
Brigadier General, GS
Deputy Chief of Staff
  for Doctrine

Date:_____

Annex A: Program Directive Presentation Format
Annex B: Front End Analysis (FEA) Presentation Format

Appendix A: Program Directive Presentation Format

Proponents are authorized to make a presentation on their proposed PDs. Presentation should not exceed 10 briefing slides and will include the following topics in the order listed:

SUBJECT: Publication Number and Title or Title only for a new publication.

PURPOSE: One-line statement that says the intent is to: 1) develop a new publication; 2) conduct a major revision of an existing publication; 3) issue a change; 4) consolidate two or more existing publications; 5) rescind a publication.

JUSTIFICATION: State the major reasons for the action.

REFERENCES: Include any formal directives, guidance, etc., addressing the development/preparation of this particular publication.

PRIORITY: Define urgency of need. Use the same prioritization guidelines outlined for the doctrine annex to the installation contract.

SCOPE: Brief description of the scope of the action. If a new publication, submit proposed publication number here, if desired.

TARGET AUDIENCE: State to whom the publication is specifically targeted.

STAFFING PLAN: Stipulate projected staffing plan, to include critical coordination/input required (identify the agencies, organizations that are required to provide input).

APPROVAL AUTHORITY, PROPONENT/PREPARING AGENCY INFORMATION: Include recommended approval authority, proponent, and, if applicable, separate preparing agency title and/or office description.

POTENTIALLY IMPACTED PUBLICATIONS: List other joint and Army training and doctrine publications that may be significantly affected. Affected publications will normally be at the same or lower tier; however, if a higher level publication will be significantly impacted, describe here what actions are planned/underway to align/synchronize that publication.

RECOMMENDED DISTRIBUTION: Recommend minimum hard-copy distribution, if any.

PD POC: Enter name, rank/grade, phone number, and e-mail address.

Appendix B: Front End Analysis (FEA) Presentation Format

DCSDOC will present FEA results for each PD submitted for DDB consideration. Presentation should not exceed 10 briefing slides and will include the following topics in the order listed:

SUBJECT: Title of the FEA. Include name, rank/grade, phone number, and e-mail address of the person who conducted the FEA.

OVERVIEW: Present the agenda for the briefing.

BACKGROUND: State the reasons why the action is being brought before the DDB. Refer to the justification submitted by the proponent as well as information from other sources to adequately apprise the DDB of the rationale for the action.

METHODOLOGY: Discuss the methodology used to conduct the FEA, e.g., FMs, JPs, other publications and databases researched. Explain how assessments were conducted to determine: appropriateness, distinctiveness, sufficiency, impact on other publications, priority, and resources required.

DISCUSSION: Present significant findings resulting from the FEA. (Several discussion slides may be required.)

CONCLUSIONS: State whether the FEA supports or does not support the action and reasons why.

RECOMMENDATIONS: Approval or disapproval. If approval is recommended, comment on the following (from the proponent PD): target audience, staffing plan, approval authority, proponent/preparing agency information, potentially impacted publications, and recommended distribution.